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## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose: To provide accurate comprehensive intelligence support to a broad range of customers, in a timely manner and in a form to be of greatest utility. No matter what job we have on the nature of our immediate task, our independent and collective efforts must be directed toward honoring our obligations to society and the nation.

Organization: The present relationship between the operating and support elements while functioning, is rather loosely structured. Mechanisms exist whereby operational requirements eventually are satisfied but because of the loose structure the service provided is not always of the highest quality nor is the priority/necessity to satisfy the requirement put in its proper perspective. In essence priorities become diluted thereby making every project increasingly important with the end result that we tend to pay equal attention to everything, which in today's environment, breeds inefficiency. An organizational structure must be established between the operating and support elements at the working level whereby requirements on the whole can be reviewed, prioritized, and implemented in consonance with the reality of the situation.

Ethics: As stated in the organization framework paper of the Hewlett Packard Corporation, "ethical conduct cannot be assured by written policies or codes; it must be an integral part of the organization, a deeply in-grained tradition that is passed from one generation of employees to another." To set the stage for this organization to be the exception rather than the rule, it is essential that a unique set of cultural attributes be developed and that proven values and practices be incorporated into the structure and managed from the top down. In order for us to believe in being the best and doing the job well, management at the highest level must believe in the importance of people as individuals, must believe in providing superior quality and service and be willing to support some failures. The above beliefs, if conveyed downward and reinforced will lead to loyalty and commitment and an employee will share a mutual feeling of success.

People: This agency, by its very nature already has a well established mechanism that ensures that we acquire the best employees. The present organizational structure must be reviewed to ensure that we are retaining and using the best employees to the maximum extent possible. If our purpose, organization and ethics are clearly defined, then there will exist an inherent mechanism to ensure that every employee's creative and productive capacity will be utilized to the fullest extent. Given that people are our best natural resource, then the organization must develop an effective personnel fact base that will ensure

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selection of people for specific assignments based on exhibited characteristics of what that individual does best. The ultimate goal; being able to avoid forcing an individual into a cage of lions without sufficient skills to tame the lions.

Management: If clear purposes and objectives for an organization exist, we should be confident that most people will not only accept responsibility, but seek responsibility. One of the major conclusions presented in the book "In Search of Excellence" is quoted as follows: "Tools didn't substitute for thinking. Intellect didn't overpower wisdom. Analysis didn't impede action." Rather these companies worked hard to keep things simple in a complex world. They insisted on top quality. They listened to their employees and treated them like adults. They allowed innovative people long tethers and allowed some chaos in return for quick action and regular experimentation. Experience has proven that the above management concepts do work.

Measure of Results: If we develop a clear statement of goals, principles and standards and publish them, an effective organizational structure will emerge. With an effective organizational structure, people adhering to the accepted management style will provide congress, the President, the DCI, the news media and the public with the means to assess how well the organization accomplishes its purpose.

Standards: Individual and institutional standards are set by beliefs:

Believe in being the best.

Believe in doing the job well.

Believe in the importance of people as individuals.

Believe in superior quality and service.

Believe in innovation - be willing to support failures.

Believe in the importance of informality to enhance communications.

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